

## Lessons Learned Record of Interview

<b>Project Title:</b>				
LL-01				
<b>Interview Code:</b>				
LL-01				
<b>Date/Time:</b>				
11/13/14				
<b>Location:</b>				
DC				
<b>Purpose:</b>				
Formal interview				
<b>Interviewees:</b>				
a, b				
<b>SIGAR Attendees:</b>				
Candace Rondeaux, Grant McLeod, Krisanne Campos, Greg Bauer				
<b>Non- attribution Basis:</b>	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
				On Background: Reference Organization Not Title
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<b>Prepared By:</b> (Name, title and date)				
Krisanne Campos, Research Analyst				
<b>Reviewed By:</b> (Name, title and date)				
<b>Key Topics:</b>				
<ul style="list-style-type: none"> <li>• SIGIR</li> <li>• Civ-Mil tensions in development</li> <li>• Current prioritization of Afghanistan</li> <li>• Utility of infrastructure vs. social development projects</li> </ul>				
<b>Key:</b> "direct quote from interview subject"; [summary or background in analyst's words]; plain text is best estimation of verbatim				

### **Key takeaways:**

#### **Learning from other LLPs**

- "b" - (b)(3), (b)(6), (b)(7)(C) was looking for the answer to this question: 'Is development possible in these kinds of crisis countries?' [The US] is successful on the humanitarian side, but do they have success in development? They have to do things that look like development but they are not traditional development projects. When failures in conflict zones are highlighted, this undermines the image and work of USAID in other countries with typical development work. Maybe we should be calling it something else, not development, when in conflict countries. It's as if no one bothered to read the Lessons Learned report from Iraq.

#### **Appropriateness of agencies involved in development**

- "a" - Was it appropriate for the US military to get into development? The use of CERP: it seems like it went way beyond its scope and money, but turned into huge development projects

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There's the whole issue of US agencies competing for power in Southern Afghanistan: women, counterterrorism, rule of law topics – including governance, corruption. What role does the military have in all this? How will the military use its newfound expertise in these areas going forward?

Civ-mil coordination: the fact was that there was a need to fill gaps by the military

Congress: did we take a back seat? What role do you see Congress as having taken?

### **Current prioritization of Afghanistan**

- In general, business on Afghanistan is way down, as compared to Islamic State and Iran. Congress's view on Afghanistan is that it's winding down; it's not a priority anymore. It's a project on its way to completion. The interest is very episodic. (b)(3), (b)(6), (b)(7)(C)

### **How CRS operates**

- "a" – Governance and security are updated monthly. (b)(3), (b)(6), (b)(7)(C)
- "b" – I look at agencies rather than programs specifically – numbers, what donors were doing, SIGAR docs, ect. I also look at USAID reports based on interviews and the majority staff report.

### **Discrepancies in reporting**

There are some discrepancies. Sometimes money is transferred later. I was trying to show appropriations not obligations or disbursements. I also broke down different bills (DOD, ISO...). INCL money was being sent to CT in SIGAR reports; is not true. ESF funding was broken out differently. There are also methodological differences, questions raised in RFIs, timing of data requests, etc. Congress cares what money is used for, not what exact fund it is coming from. [We give] bite-sized chunks for legislators and congressional hearings.

### **Infrastructure vs. Social development projects**

- "a" – Money spent on infrastructure makes a difference. Money spent on "social engineering" – might as well put that money in a chimney and burn it.
- "b" – I disagree. Who is even teaching in these schools [we built]? What sectors do development work in conflict? Focus here rather than on everything, spreading ourselves too thin. The priorities shift constantly based on the person in charge.

### **Outcomes:**

- "a" – willing to be eyes-on draft of report
- "b" – wants to ask, "How do you do proper accountability?" Do satellite photos really work?